

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 2, 2017/2018

### BTD3024 – TRAINING AND DEVELOPMENT

(All sections / Groups)

3 MARCH 2018

9.00am – 11.00am

(2 Hours)

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#### INSTRUCTIONS TO STUDENT

1. This Question paper consists of **THREE (3)** pages with **FIVE (5)** Questions only.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

**QUESTION 1**

Training needs assessment is an ongoing process of gathering data to determine what training needs exist so that training can be developed to help the organization accomplish its objectives. Conducting needs assessment is fundamental to the success of a training program. Often, organizations will develop and implement training without first conducting a needs analysis. These organizations run the risk of overdoing training, doing too little training, or missing the point completely.

- (i) Discuss the significance of a Training Needs Assessment (TNA).

(10 marks)

- (ii) There are usually reasons that signal to a company the need to conduct a needs assessment. Explain what may be the potential reasons or “pressure points” (give at least **SIX (6)** pressure points as it is more commonly called by training professionals).

(6 marks)

(Total: 16 marks)

**QUESTION 2**

- (i) Explain the characteristics of big data and summarise how big data could be used to show that learning influences business outcomes.

(10 marks)

- (ii) Many employees are unwilling to relocate geographically because they like their current community and their spouses and children prefer not to move. Yet employees need to develop new skills, strengthen skill weaknesses, and be exposed to new aspects of the business to prepare for management positions. How could an employee’s current job be changed to develop management skills without having to relocate them?

(10 marks)

(Total: 20 marks)

**Continued...**

**QUESTION 3**

ACDX Railway is a Swedish freight transportation company with over 36,000 miles of routes. ACDX hauls agricultural, consumer, industrial products, and coal. ACDX puts safety above everything else it does, including productivity. ACDX recognises that safety is based on having well-trained employees who share ACDX's vision for an injury-and accident-free workplace and who are willing to look out for one another. ACDX is a safety leader in the rail industry. Approaching Others About Safety (AOAS) is a training programme for all ACDX employees to be confident about giving feedback to each other about safe behaviour and avoid unsafe situations. Employees need to learn the value of providing feedback when they see unsafe behaviour of situations, including positively recognising when someone is working safely or correcting them when they perceive another employee at risk.

Describe the **SEVEN (7)** types of instructional characteristics that this programme should have for learning and transfer to occur resulting in a decrease in injuries and accidents.

(Total: 24 marks)

**QUESTION 4**

- (i) Sunshine Health Care Products decided several years ago to expand its product lines by developing pocket-size sticks and sprays of Coppertone sunblocks, previously only available as a lotion packaged in squeeze bottles. The company placed a strategic emphasis on developing markets for this product. The company knew from market research studies that its Coppertone customers were already using the product in its original squeeze container to prevent sun burn. Due to increased awareness of the dangers of excessive skin exposure, customers who had not previously used sunblock except when at the beach, were looking for a daily sunblock product. Company managers reasoned that their market could be expanded significantly if the product were repackaged to fit conveniently in consumers' pockets, purses, and gym bags.

Identify the business strategy. What training needs result from this strategy? What are the training implications of this decision for (1) manufacturing and (2) the sales force?

(10 marks)

Continued...

- (ii) New technologies have made it possible to reduce the costs associated with delivering training to employees increase the effectiveness of learning environment and to help training contribute to business goals. Discuss how new technologies make it easier to learn. How do they facilitate transfer of training?

(10 marks)

(Total: 20 marks)

### **QUESTION 5**

- (i) MGM Resorts International owns and operates hotels and casino properties such as the MGM Grand, Mandalay Bay, and Bellagio. Guest experience is the key performance indicator. This is assessed by asking guests how satisfied they were during their current stay as well as whether they would return to the property and how likely they are to recommend it to friends and family. MGM Resorts plans to open new properties in National Harbour, Maryland; Toronto, Ontario, Canada; and Macau, China. This means that new employees will need onboarding.

Develop the onboarding programme for MGM Resorts International and explain the content and activities that can be included in the programme, who would be involved, and the length of the programme. Provide a rationale for your answer.

(10 marks)

- (ii) Critically analyse the process of behaviour modelling training.

(10 marks)

(Total: 20 marks)

**End of Question Paper.**